

Ways to Strengthen Engagement

Pre- and Post-Survey



Care that makes a lifetime.

Key Drivers

Survey categories having a statistically significant impact on overall engagement. Keep key drivers, in mind as you develop strategies and tactics to elevate engagement. *NOTE: The value in brackets indicates the overall organizational performance in 2023, based on a Press Ganey algorithm that considers Likert-scale score, score differentiation against national benchmark, and % favorable/unfavorable.*

Focus – Low Performing Categories

- Quality Service [4.23]
- Diversity [4.22]
- Meaningful Work [4.46]

Promote – High Performing Categories

- Community Contribution [4.45]
- Respectful Treatment [4.06]
- Ethical Business Practices [4.17]



Engagement Indicator Questions (EIQ)

Six questions; utilize a 5-point scale: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree

NOTE: The values in brackets indicate the overall organizational performance for the engagement indicator question in the 2021/2023 survey.



- I am proud to tell people I work for this organization. [4.22/4.22]
- I would like to be working at this organization three years from now. [4.20/4.21]
- I would recommend this organization as a good place to work. [4.12/4.24]
- I would recommend this organization to family and friends who need care. [4.24/4.20]
- I would stay with this organization if offered a similar position. [3.94/3.98]
- Overall, I am a satisfied employee. [4.00/4.12]

EQ1: I am proud to tell people I work at this organization.



Why the question?

Measure the team member's emotional attachment to, identification with, and involvement in the organization.

Key Driver? **Focus** – Organizational Alignment & **Promote** – Organizational Values

How to strengthen?

1. Speak positively about the organization. Highlight examples of high-quality care and community involvement across the organization. Organize a presentation from our Community Outreach department.
2. Have open discussions with your team members about:
 - What conditions and behaviors need to be present for them to feel proud of working at AH?
 - How do they demonstrate pride in their work?
 - What values connect to begin proud of working at AH?
3. Involve your team members in making a plan so each person, especially those NOT in direct patient support, can continue or begin demonstrating these conditions and behaviors in the department.

EQ2: I would like to be working at this organization three years from now.



Why the question?

Team members who 'see' themselves at the organization years from now are more likely to stay. Retention creates a strong foundation of knowledge and expertise for improved processes and outcomes, as well as an improved customer experience.

Key Driver? **Focus** – Organizational Alignment & **Promote** – Organizational Values

How to strengthen?

1. Share the organization's mission and values with the team then connect the department's value in supporting the mission.
 - Ask for ways their role and that of the department supports AH in achieving its mission.
 - Give them an opportunity to ask questions and offer suggestions to strengthen that alignment.
2. Pay attention to career development, especially for team members in roles where there is not a clear pathway for advancement.
3. Encourage and coach team members on giving and receiving both appreciative and constructive peer-to-peer feedback related to how their contributions and behaviors impact our mission and vision.

EQ3: I would recommend this organization as a good place to work.



Why the question?

This question reflects a composite of team member emotions about a variety of issues related to the work environment.

Key Driver? Focus – Organizational Alignment/Teamwork & Promote – Organizational Values/Quality Service

How to strengthen?

1. Conduct stay interviews, especially during the month preceding a team member's major work or life milestone.
2. Consider including team members in creating a 'marketing' blurb for team member recruitment. How would they entice top talent to switch to our organization? Then have them create or improve upon a six-month department onboarding program that reinforces those selling points.
3. Include a panel of team members in the interview process. Have them suggest a series of questions that reflect key behaviors that are needed for or that have led to a great department work environment.

EQ4: I would recommend this organization to family and friends who need care.



Why the question?

Having a sense of confidence in the quality of care provided at the organization is a key indicator of engagement. Trusting care to those of greatest importance to them reveals that confidence.

Key Driver? **Focus** – Organizational Alignment/Teamwork & **Promote** – Quality Service

How to strengthen?

1. Incorporate safety discussions into regular meetings to surface any concerns for team members, patients, or families.
 - Remind team members of their responsibility to report anything observed that could represent a safety risk.
2. Brainstorm during a staff meeting to identify team members' perceptions of what constitutes a quality care experience. Then, ask for ideas on how the team could further strengthen that experience, both intra- and inter-departmentally.
3. Provide periodic updates on our successes, such as safety achievements, facility awards like Leap Frog and new DNV certifications, as well as how we excel in quality standards.

EQ5: I would stay with this organization if offered a similar position.



Why the question?

People who feel valued have higher performance, improved teamwork, and job satisfaction, all of which contribute to a greater retention potential.

Key Driver? Focus – Recognition & Promote – Organizational Values

How to strengthen?

1. Show appreciation to your team members by acknowledging them during staff meetings, sending “thank you” emails, and by posting appreciation notes on a bulletin board.
2. Utilize the new Recognition Toolkit found on our [Investing In Us](#) website.
3. Ask senior management to meet periodically with your team members to reinforce the connection between their job and the organization’s success.
4. Increase team members’ involvement in decision making.

EQ6: Overall, I am a satisfied employee.



Why the question?

Research shows employees feel satisfied when they are appreciated, respected, are supported in creating a healthy work-personal life balance and have solid relationships with their coworkers and manager.

Key Driver? **Focus** – Recognition/Teamwork & **Promote** – Organizational Values/Quality Service

How to strengthen?

1. Recognize the behaviors you want to see.
 - Do you regularly send Shining Stars to your team members? Other leaders/peers?
 - At the start of every meeting, encourage “Shout Outs” amongst the team for observed demonstration of values.
2. Increase team members’ involvement in decision making. When ideas are shared, show appreciation and follow up on action taken.
3. Immediately address any concerns about bullying, rudeness, or other such behaviors whether from a peer, provider, or patient/family member.
4. Conduct discovery sessions with team members around their areas of interest for growth. Provide assistance, resources, and encouragement so they can pursue professional development.